

DHS/FEMA Region IX, Regional Watch Center Standard Operating Procedure Development: Technical Assistance and Support

Statement of Work

I. Introduction

This Statement of Work (SOW) delineates the development and delivery of the DHS/FEMA Region IX Watch Center Standard Operating Procedures (Watch Center SOP).

In recognition of the challenges the Department of Homeland Security (DHS) FEMA faced in preparing for and responding to disasters, the Post Katrina Emergency Management Reform Act of 2006 (PKEMRA) required FEMA to establish ten Watch Centers; one within each FEMA regional office to function at a 24/7 capacity providing situational awareness, alerts, warnings and emergency activations. The Watch Centers coordinate with private, local, State, Federal and DHS component operations centers to ensure interoperability through improved coordination and communication.

DHS/FEMA has as a part of its charter the mission to support all-hazards preparedness, including preparedness for the consequences of terrorism against the United States, its protectorates and its people. FEMA plays a role in the coordination of the National Response Framework (NRF) with other Federal agencies and organizations in both the natural hazard and man-made disaster domains through its regional offices. The NRF groups Federal capabilities, including the resources and capabilities of the U.S. Coast Guard and others, into ESFs that are most frequently needed under a national response (e.g., Transportation, Search and Rescue, Mass Care, etc.). FEMA's Watch Centers provide a key mechanism for coordinating local, State and Federal interagency and intergovernmental resources and capabilities.

Each DHS/FEMA regional office maintains a Watch Center. The FEMA Region IX Watch Center currently operates at 12/7 operations with 24/7 operations coming online in 2009. In order to properly staff and operate the watch center facility, FEMA Region IX requires a Standard Operating Procedures (SOP) that defines the Watch Center equipment set up and use, security and operational procedures and interoperability with other emergency management facilities.

II. Purpose

The purpose of this SOW is to establish the process for the development of the FEMA Region IX Watch Center SOP. All Contractor tasks associated with this SOW will be carried out under the direction of a FEMA Project Officer (PO) or Technical Monitor (TM) from the FEMA Region IX Operations Integration Branch. The support team assembled to assist in developing the Region IX Watch Center SOP may include the following:

- a. FEMA Region IX Operations Integration Branch Specialist
- b. FEMA Region IX Operations Planning Branch Planner
- c. FEMA Region IX Management Division Representative
- d. FEMA Region IX Disaster Assistance Division Representative
- e. FEMA Region IX Disaster Operations Division Representative
- f. FEMA Region IX National Preparedness Division Planner
- g. Federal Coordinating Officer Cadre Representative
- h. Incident Management Assistance Team –West Planner
- i. National Incident Management System Expert
- j. Department of Defense Planner
- k. FEMA Region IX Pacific Area Office Representative
- l. FEMA Region IX Southern California Area Field Office

III. Policy

The FEMA Region IX Watch Center SOP development effort directly addresses the national policy initiatives resulting from the Post Katrina Emergency Management Reform Act of 2006 (PKEMRA) and Homeland Security Presidential Directive 5: Management of Domestic Incidents (HSPD-5) and Homeland Security Presidential Directive 8 (HSPD-8): National Preparedness. This project requires the review of existing FEMA plans and procedures to guarantee that the Region IX Watch Center SOP meets the HSPD-8 requirement for consistency with the National Incident Management System (NIMS) and the NRF.

IV. Scope of Work and Tasks

Tasks

The principle task is to complete a Region IX Watch Center SOP with Annexes no later than July 1, 2009. Primary tasks associated with this objective are:

Task 1: Develop a Watch Center SOP Development Plan of Action and Milestones (POAM)

Task 2: Develop Region IX Watch Center Standard Operating Procedure

Task 1.0

1.1 Within one (1) week following the notice to proceed for this project, the Contractor shall meet with the PO or TM to coordinate the tasks of this SOW and develop a Plan of Action and Milestones (POAM). The meeting will be at the FEMA Region IX office.

1.2 The Contractor shall develop a POAM, identifying the organization and procedures used to fulfill the requirements of this SOW. The Contractor's POAM shall depict the organization structure, the assignment of functions, duties, and responsibilities, the

procedures and policies, and the reporting requirements that are established for initiating, monitoring, controlling, completing, verifying, and reporting of the activities assigned under this SOW. The POAM will be reviewed and approved by the FEMA PO or TM before any work commences. Two (2) type-written copies and 2 digital copies of the POAM shall be submitted to the PO or TM upon approval.

1.3 The Contractor shall provide monthly Status Reports to the FEMA PO or TM as requested or directed. These will include, at a minimum: (1) a summary of the tasks due during the next month; (2) overall progress, major accomplishments, and deliverables for the reporting period; (3) any current and foreseeable problems and proposed corrective actions; and (4) the status of any task order-incurred costs vs. planned costs.

1.4 The Contractor shall, in cooperation with and at the guidance of the FEMA PO or TM, develop a list of potential deliverables and target dates for delivery.

Task 2.0 - Develop a RIX Watch Center Standard Operating Procedure (SOP)

2.1 The FEMA Region IX Watch Center SOP will provide standard procedures for the operation of the Watch Center and will delineate the staffing patterns, missions, roles, functions and facility support requirements of the Watch Center during Steady State and incident operations. The SOP will include information flow and coordinating relationships from the field through the Watch to the Regional Administrator, FEMA Administrator, Secretary of Homeland Security and the President.

2.2 The Watch Center SOP will specify relationships with other emergency operations centers and facilities, incorporating concepts and relationships as appropriate from the following documents:

- a. FEMA Integrated Operations and Logistics Guidance, dated April 2009
- b. FEMA Interim Incident Management Handbook, dated April 2009
- c. Draft Incident Management Assistance Team Concept of Operations, dated March 2009
- d. All-hazards Notifications Operations Manual, FEMA Publication 9340.1, dated August 2006
- e. FEMA's Centralized Deployment Procedures, as revised March 20, 2003.
- f. FEMA's Enterprise-Wide Telecommunications Program Ordering Guide, dated November 2008
- g. FEMA's Disaster Levels, Classifications and Conditions Job Aid, dated June 1998

2.3 The Watch Center SOP will identify facility management requirements and provide plans for arrangement of staff assigned. It will categorize communications equipment

requirements and usage and designate seating assignments. Additionally, the Watch Center SOP will contain procedures for facility security.

VI. Contractor Deliverables:

1. Task 1: Within one week following the notice to proceed for this project, the Contractor shall meet with the FEMA PO or TM to coordinate the tasks of this SOW and develop a POAM. The meeting will be at the FEMA Region IX office.
2. Task 2: The Contractor will submit an initial draft FEMA Region IX Watch Center SOP for FEMA Region IX review within five weeks of the notice to proceed. Within one week of that date, FEMA Region IX will provide comments. The Contractor will then provide final draft a Watch Center SOP for review within one week. Within one more week, FEMA Region IX will provide comments. The Contractor will deliver a final FEMA Region IX Watch Center SOP in hard copy and electric format one week after receiving comments.
3. Watch Center PowerPoint Presentation: The Contractor will develop and maintain a PowerPoint briefing on the Watch Center development to present to a host of audiences including regional FEMA leadership and other appropriate audiences.
4. Supporting Reports: As needed, the Contractor will provide FEMA and other Federal Agency staff project reports and other Watch Center SOP supporting documentation.
5. Meeting Minutes: There will be weekly teleconference meetings among the planning team members. Within five (5) business days of regular teleconference meetings, the Contractor must provide meeting notes detailing the content of the meeting, pertinent discussion items, potential outcomes, decisions and conclusions and pending actions.

VII. Key Personnel

1. Number of Individuals Required: Up to four individuals to fill key roles in the project development and implementation.
2. Positions of Contract Staff:
 - a. One Lead Planner/Key Subject Matter Expert with seniority over other contract project staff.
 - b. Up to three project support staff to draft and prepare the manual.

3. Location of Staff During Contract Work: Contracted project personnel can work from their existing work locations but must be available to travel to the FEMA Region IX Offices in Oakland, CA for one meeting a week to provide reporting on project status and to consult with FEMA staff as needed

VIII. Labor Categories

Lead Planner/Key Subject Matter Expert

BA/BS in Emergency Management, Operational Planning or related field. Recent experience in issues related to the execution of duties as either a Federal Coordinating Officer (FCO) or Principal Federal Official (PFO). Ten (10) years of experience or greater at a command level within the Department of Defense is also desired. To the maximum extent possible, the Key SME will have both military and civilian disaster experience within the Region IX area of operations in order to understand the relationships and complexities between FEMA staff element, and federal state, local and territorial government organizations within FEMA Region IX's area of responsibility.

The individual in this position is the "**Key Person**" and is critical to the success of the overall contract. This person shall have a minimum of ten (10) years' experience in the field of emergency management preparedness with particular expertise in disaster operations. The individual shall have a documented work history demonstrating success at ever-increasing levels of responsibility, project complexity in the areas of managerial expertise related to: program/project management; personnel management, including supervisory and team leadership positions; and, familiarity with the management of government contracts. This person shall be in a senior supervisory position with regard to the contractor's employees and subcontractors. This person shall have a high degree of proficiency in the area of project management.

This person shall be responsible for the Contractor's overall performance of required specifications. The Lead Planner/Key Subject matter Expert shall serve as the single point of contact for the contractor with regard to overall job performance, work specifications and evaluation criteria, as well as contractual issues. This person shall supervise the work effort of contractor and subcontractor employees to ensure that the agreed upon work breakdown schedules, work quality and performance criteria are met. This individual shall ensure standardized reporting of project and deliverable status, start and finish dates, percent completion on all tasks as well as actual hours and resource allocation for each task.

Minimum/General Experience: Ten (10) years of progressively more responsible experience in managing major projects. Demonstrated ability to manage numerous complex and time critical support activities simultaneously.

Functional Responsibility: Directs all financial and quality assurance activities and oversees strategic planning and program development, drawing upon technical insight and understanding in related technical disciplines. Has ultimate responsibility for ensuring completion of work products and deliverables on time, within budget, and to the

client's satisfaction. Develops, reviews, and evaluates concepts of FEMA incident operations and command and control to develop doctrinal material. Utilizes knowledge of FEMA incident operations and emergency operations centers to complete the work described above. Works with FEMA in order to avoid potential conflicts and avoid obstacles to success for the Watch Center SOP development effort.

Graphics Specialist

Minimum/General Experience: Three (3) years of experience designing, formatting, and producing artwork for inclusion in publications, reports, or other products. Requires knowledge of the client's publishing environment and style standards. For materials produced for government publication, also requires working knowledge of the Government Printing Office's printing regulations and processes for submission of camera-ready art in electronic formats.

Functional Responsibility: Provides graphics support for the development of contract reports and deliverables and conducts design, formatting, and production of camera-ready art for publications, brochures, and other products on behalf of clients. Prepares graphics support for meetings and conferences including overhead slides, workbook illustrations, etc.

Minimum Education: Advanced training in vocational school, technical institute, or art institute above the high school level in illustrative design, commercial art, or related fields.

Technical Writer/Editor

Minimum/General Experience: Six (6) years of experience writing and editing publications, including technical documents such as needs assessments, productivity improvement plans, quality assurance/quality control plans, research reports, and statistical analyses. Excellent writing skills required, as is the ability to analyze, synthesize, and condense text that includes survey terminology and is intended for use by non-technical lay audiences. For publications printed and distributed by government clients, also requires demonstrated knowledge of writing, editing, and style guidelines and printing regulations of the Government Printing Office.

Functional Responsibility: Supports the development and production of a variety of documents for clients and their customers, including strategic business plans, business process reengineering reports, statistical analyses, market research plans, and management assessments. Writes and edits the results of surveys and statistical studies. Prepares minutes of facilitation meetings and produces meeting summary reports. Writes and edits material for online access and dissemination via the Internet.

Minimum Education: A Bachelors degree plus five (5) years of additional directly related work experience.

- IX. Data Requirements:** Copies of meeting notes, reports, presentations and other supporting materials will be provided to FEMA Region IX in electronic media.

X. Government Furnished Property: None.

XI. Delivery Schedule

1. Document Completion Schedule: The Contractor shall deliver the items required to be furnished under this SOW, as follows:
 - a. The Watch Center SOP must be completed and approved by July 1, 2009.
 - b. A PowerPoint briefing package must be completed concurrent with Watch Center SOP completion.
2. Mailing Address and Contact Information

Unless specified otherwise below, all items shall be delivered to:

FEMA Region IX
Suite 1200
Oakland, CA 94607-4052

Deliver to:
Operations Integration Branch Chief
Disaster Operations Division

Marked for: Contract No.